



Network Schedule Analysis

**Acquisition Insight Days
April 2009**

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Workshop Learning Objectives

- Baseline Comparison Analysis
- Schedule Health Metrics
- Schedule Performance Metrics
- Schedule Diagnostic Checklist
- Schedule Risk Assessment
- EVMS Training and References





NETWORK SCHEDULE ANALYSIS

Schedule Analysis Methods

- **Schedule analysis answers the questions: “When”, and “How Much”**
- **The following methods can be used to ensure that the program is receiving a quality IMS to provide a forecast:**
 - **Baseline Comparison Analysis**
 - **Diagnostics**
 - **Is the schedule built well enough to manage with?**
 - **Schedule Assessment (11-point assessment)**
 - **Risk Analysis and Identification**
 - **What areas of the schedule does management need to focus on to meet the plan?**
 - **Schedule Risk Assessment, Critical Path Analysis**
 - **Other Analysis leading to a Forecast**
 - **Is the contractor performing the tasks based on the original plan?**
 - **Will the risk end up impacting the schedule?**
 - **How might dates slip and what are the implications?**
 - **WHEN? HOW MUCH?**

Baseline Comparison Analysis

A stable baseline is imperative to a good plan. Each month, the analyst should:

- **Look at the new tasks in the schedule - They should all be out in the future beyond the contractor's freeze period**
- **Look at the tasks deleted from the schedule - Does the contractor have authorization to remove this work?**
- **Look at the tasks that changed baseline dates or actual dates - History (past tasks) should not be changing, Period!**

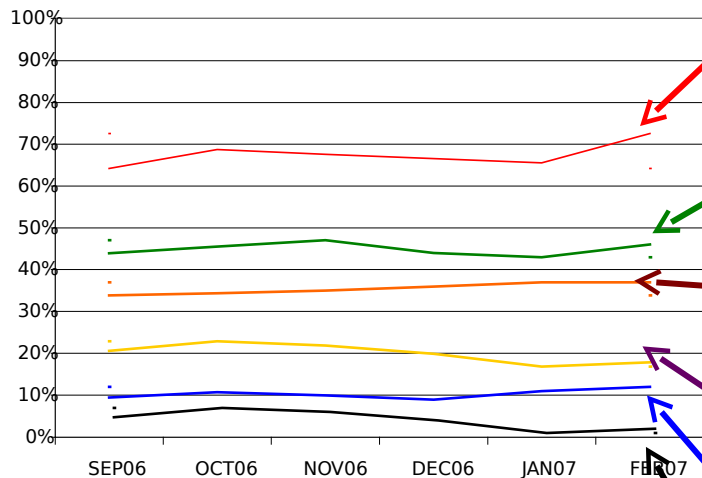
- During a program's life cycle the necessity to make baseline schedule changes may be required
- All 'Baseline' changes should be captured by the Prime through proper approved documentation
- Compare the baseline data from a previous IMS deliverable to the current IMS to determine if baseline changes have occurred

Sample MS Project Comparison Report of Baseline

Table																					
	Task Name	Baseline Duration: V1	Baseline Duration:	Baseline Duration Diff	Baseline Start: V1	Baseline Start:	Baseline Start: D	Baseline Finish: V1													
0	Comparison Report	27 days	27 days	0 days	1/1/2007	1/1/2007	0 days	1/27/2007													
1	BCF-263	27 days	27 days	0 days	1/1/2007	1/1/2007	0 days	1/27/2007													
2	Start	0 days	0 days	0 days	1/1/2007	1/1/2007	0 days	1/1/2007													
3	A	5 days	5 days	0 days	1/1/2007	1/1/2007	0 days	1/5/2007													
4	B	1 day	1 day	0 days	1/4/2007	1/4/2007	0 days	1/4/2007													

Baseline Table Fields: Baseline Duration; Baseline Start; Baseline Finish; Baseline Work; Baseline Cost

Schedule health metrics isolate areas that may need to be altered in order to improve the overall fidelity of the IMS.



High Float: Percentage of Incomplete Tasks with greater than 2 calendar months of float (~44 work-days)

High Duration: Percentage of Incomplete Tasks with greater than 2 calendar months in duration (~44 work-days)

Missed Tasks: Percentage of missed tasks on the task's baseline finish date in history

Constraints: Percentage of Incomplete tasks that are constrained

Missing Logic: Percentage of Incomplete Tasks without a predecessor or successor

Out of Sequence Tasks: Percentage of Incomplete Tasks being worked in violation of network logic



Schedule performance metrics are used to indicate the efficiency with which actual work has been accomplished when measured against the baseline schedule. The most important of these are the USD AT&L / DCMA schedule 'Tripwire' Metrics

- **Schedule Performance Index**
- **Critical Path Length Index**
- **Baseline Execution Index (BEI)**
- **Task Hit or Miss Percentage**
- **Delinquent Tasks**
- **Future Tasks Completed**
- **Completion Trend Analysis**

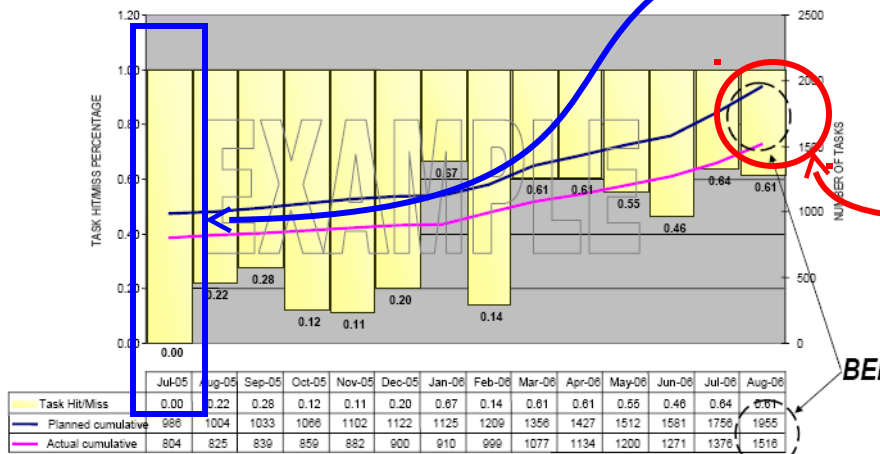


USD AT&L Schedule Tripwire Metrics



Baseline Execution Index (BEI)

Source: IMS 8.31.06



Task Hit or Miss - Graphically displays the percentage of current month baseline tasks/activities actually completed (or Hit) on or ahead of their baseline schedule.

Baseline Execution Index (BEI) - Indicates the efficiency with which actual work has been accomplished when measured against the baseline.

$$\text{Task Hit or Miss} = \frac{\text{\# of THIS month's tasks completed on or ahead of their baseline schedule}}{\text{\# of THIS month's tasks scheduled to be completed in the baseline schedule}}$$

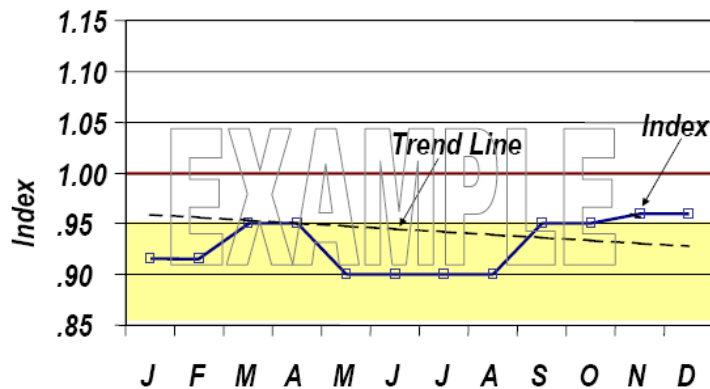
$$\text{BEI} = \frac{\text{\# of Baseline Tasks Actually Completed}}{\text{\# of Baseline Tasks Scheduled for Completion}}$$



USD AT&L Schedule Tripwire Metrics



Tracking Critical Path Length Index



Critical Path Length Index –

Compares the durations of a network's current longest sequence of tasks with that sequence's baseline duration.

Schedule Performance Index –

The earned value metric that measures work accomplishment efficiency.

$$\text{CPLI} = \frac{\text{Critical Path Duration*} + \text{Float}}{\text{Critical Path Duration*}}$$

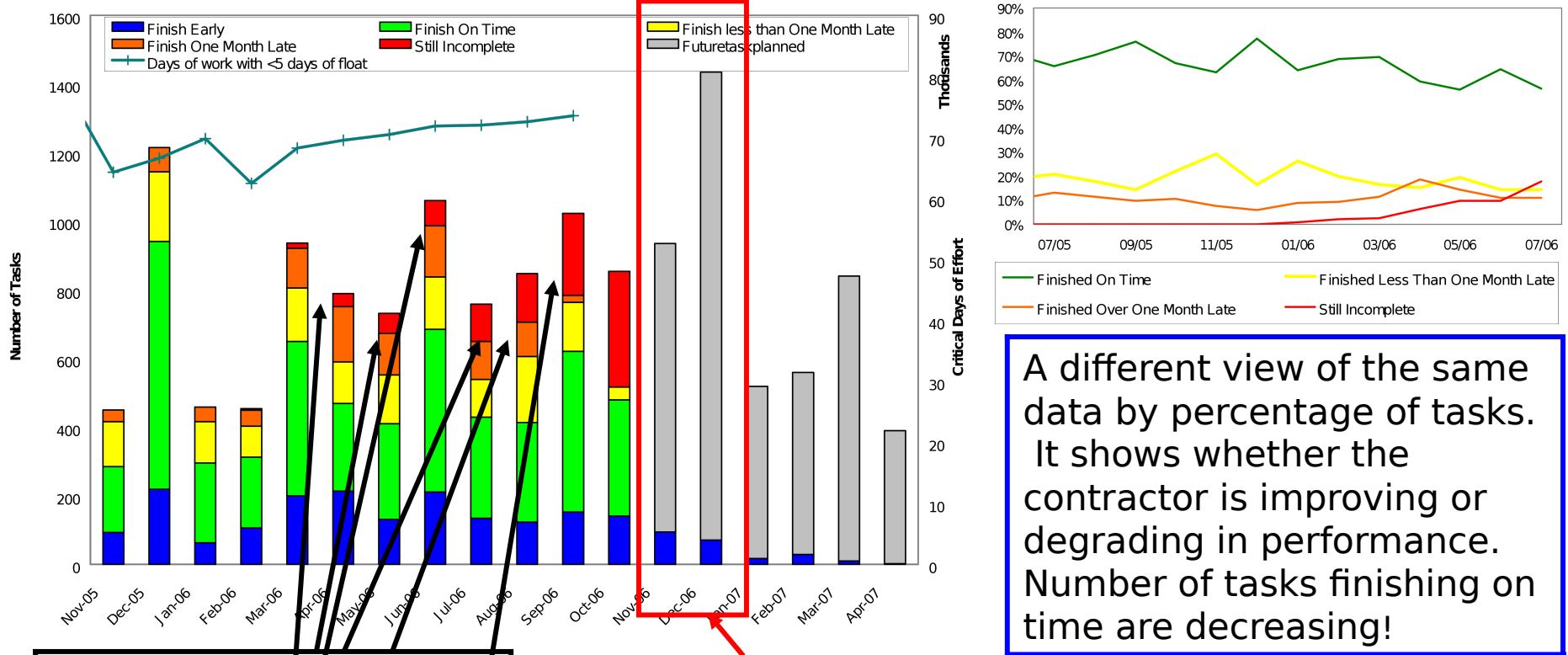
* Critical Path Duration equals the original baseline schedule Critical Path Duration for this calculation

$$\text{SPI} = \frac{\text{Budget Cost Work Performed}}{\text{Budget Cost Work Scheduled}}$$



Baseline Execution Analysis: Example

Baseline Execution as of October 2006



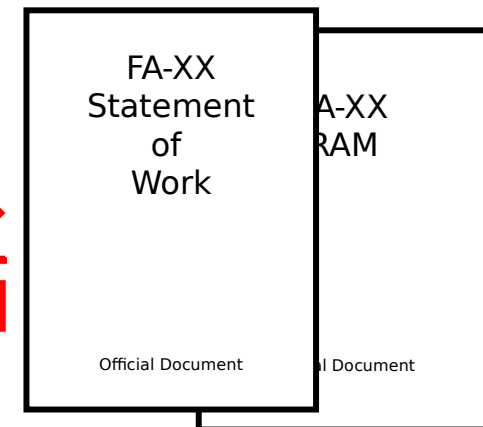
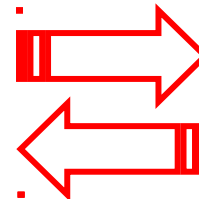
Schedule Diagnostics Checklist

- Step 1. Does the plan reflect the work to be done?**
- Step 2. Are critical target dates identified, are they being used to plan the work?**
- Step 3. Is work sequenced logically?**
- Step 4. Are interdependencies planned in a logical manner?**
- Step 5. Are constraints, leads, and lags justified?**
- Step 6. Are duration estimates meaningful?**
- Step 7. Are resource estimates reasonable; are key resources available to support the plan?**
- Step 8. Does the critical path make sense; is it calculated by the scheduling software?**
- Step 9. Are float times reasonable?**
- Step 10. Does the schedule provide current status and forecasts of completion dates for all authorized work; are they logical?**
- Step 11. Can the program schedule, as displayed, be accomplished at an acceptable risk level?**

Step 1. Work Scope Check

- Determine if the schedule reflects the work to be done by cross referencing the schedule with the SOW, SOO, CWBS dictionary, and RAM
- Check for changes to the schedule by referencing the SOW for contract modifications
- Ensure that the schedule has a numbering system that provides traceability to the WBS and SOW

ID	WBS	SOW #	Task Name	Duration	Start	Finish
1	1		Fighter/Attack (FA-X96)	1457 days	7/3/06	1/31/12
2	1.1		AWARD (START)	0 days	7/3/06	7/3/06
3	1.2		SRR (COMPLETE)	0 days	6/29/07	6/29/07
4	1.3		PDR (PRELIMINARY DESIGN COMPLETE)	0 days	3/4/08	3/4/08
5	1.4		CDR (FINAL DESIGN COMPLETE)	0 days	8/19/08	8/19/08
6	1.5		FQT (COMPLETE)	0 days	6/21/11	6/21/11
7	1.6		SOFTWARE CONTROL POINTS	632 days	1/5/07	6/9/09
12	1.7		PRIME MISSION PRODUCT	1297 days	7/3/06	6/21/11
27	1.8		ENGINEERING DESIGN & TOOLING	700 days	7/3/06	3/6/09
31	1.9		PARTS FABRICATION	200 days	6/2/08	3/6/09
36	1.10		ASSEMBLY	540 days	3/9/09	4/1/11
56	1.11		A/C TEST	160 days	6/22/11	1/31/12

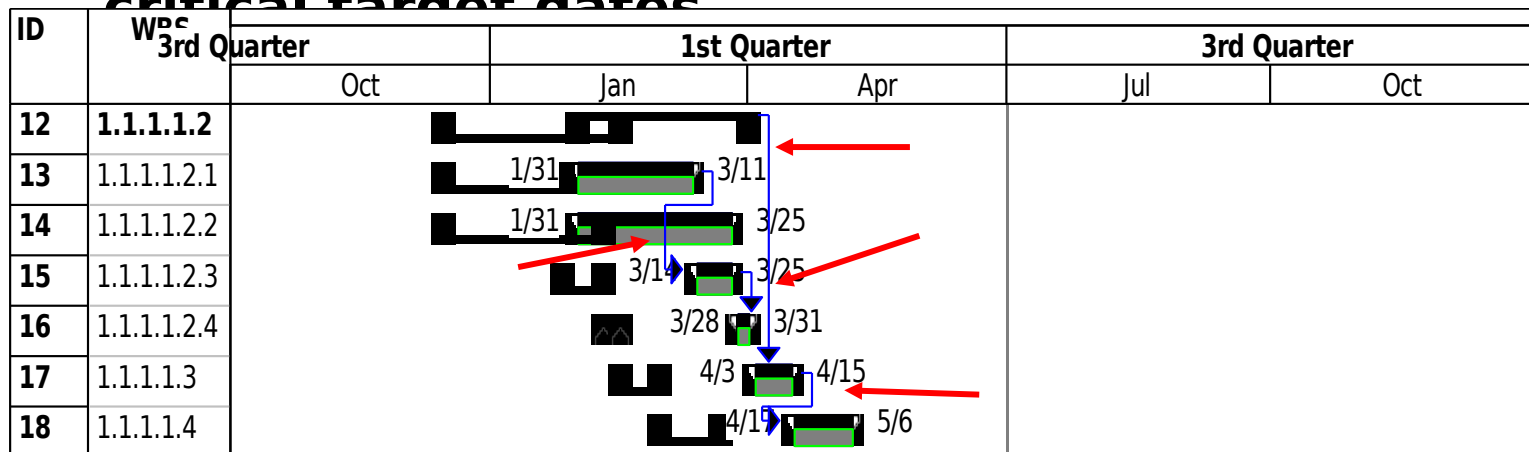




- [illegible]

Step 3. Sequence of Work Check

- Work with the technical lead or CAM to ensure that the schedule is accurately reflecting how work will actually be performed
- Ensure that tasks and sub-tasks are presented in chronological order
 - Sub-tasks define sequence of operations that are performed in the time phase that supports the critical target dates





- **Maturity is determined by ensuring all work effort is captured and networked by precedence logic**
- **Accuracy of vertical & horizontal logic must be verified to insure traceability**

Name: Duration: ☐ Effort driven

Start: Finish: Task type: % Complete:

ID	Predecessor Name	Type	Lag
638	Training Materials	FS	0d
645	Training Pubs	FS	0d
644	Ops & Maintenance Instruction	FS	0d

Ready

1	691													611
2	UID	Summary	Milestone	Duration	Total Float	Baseline Finish	Early Finish	Actual Finish	Predecessor	Successor	Constraint	Deadline		
3	1	Yes	No	828 days	0 days	5/25/2006 17:00	8/2/2006 17:00	NA			NA	NA	1	
4	2	Yes	No	655 days	22 days	12/13/2005 17:00	2/24/2006 17:00	NA			NA	NA	1	
5	3	Yes	No	490 days	42 days	5/23/2005 17:00	7/8/2005 17:00	NA			NA	NA	1	
6	4	Yes	No	444 days	0 days	3/21/2005 17:00	5/6/2005 17:00	5/6/2005 17:00			NA	NA	1	
7	159	Yes	No	344 days	0 days	11/15/2004 17:00	12/17/2004 17:00	12/17/2004 17:00			NA	NA	1	
8	427	No	No	58 days	0 days	11/14/2003 17:00	11/13/2003 17:00	11/13/2003 17:00	608	7	NA	NA	0	
9	428	No	No	45 days	0 days	1/16/2004 17:00	1/16/2004 17:00	1/16/2004 17:00	6	601	NA	NA	0	
10	429	Yes	No	115 days	0 days	11/15/2004 17:00	12/17/2004 17:00	12/17/2004 17:00	601	602	NA	NA	1	
11	431	No	No	90 days	0 days	10/4/2004 17:00	11/12/2004 17:00	11/12/2004 17:00			NA	NA	1	



Step 5. Constraints, Lag Check

- Ensure that any delay (lag) and/or constraint does not restrict a date to move illegitimately
- All constraints & lags require technical validation
- Lags are unacceptable when they
 - represent physical work replacing logic ties
 - override logic ties
- Constraints are unacceptable when they override needed logic ties

4d ☐ Effort driven OK Cancel

Task type: Fixed Units % Complete: 100%

ID	Predecessor Name	Type	Lag
15	Material Prep	FS	24d

1	691												611
2	UID	Summar	Milestor	Duration	Total Float	Baseline Finish	Early Finish	Actual Finish	Predecesso	Successo	Constraint Da	Deadlir	
3	1	Yes	No	828 days	0 days	5/25/2006 17:00	8/2/2006 17:00	NA			NA	NA	1
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10	429	Yes	No	115 days	0 days	11/15/2004 17:00	12/17/2004 17:00	12/17/2004 17:00	601	602	NA	NA	1
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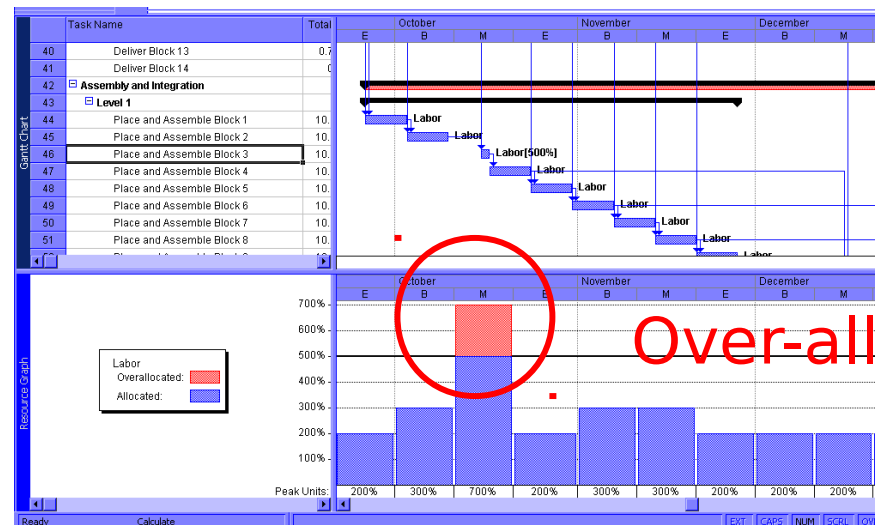
Step 6. Task Duration Check

- Ensure that each discrete task in the schedule has a duration that is limited to a manageable and realistic span of time
- Measurement is performed against detailed work package tasks not planning package tasks
- Effort should be made to minimize the number of discrete tasks with durations greater than 60 calendar days to increase visibility for decision making
 - The network calendar working days must be evaluated to understand when duration will exceed 60 calendar days

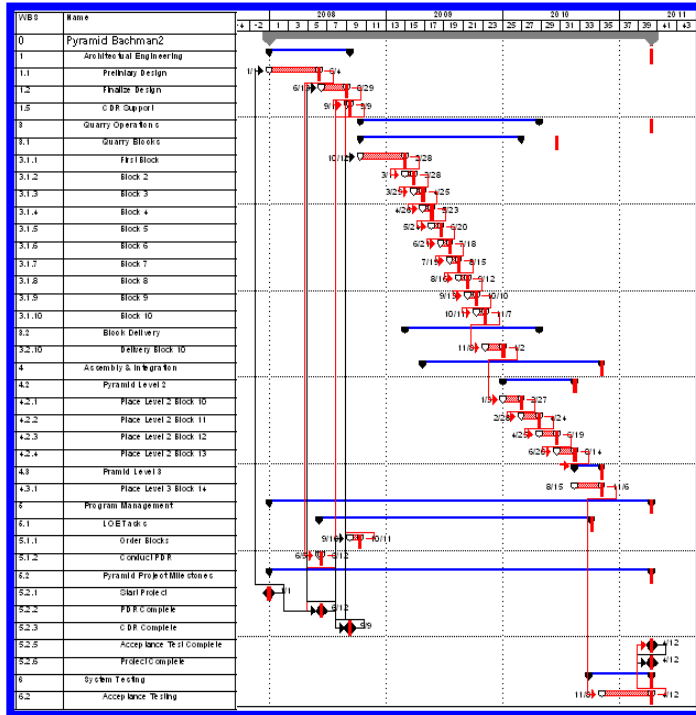
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11	431	No	No	90 days	0 days	10/4/2004 17:00	11/12/2004 17:00	11/12/2004 17:00			NA	NA	1	

Step 7. Resource Allocation Check

- Evaluate the quantity, time-phasing, and types of resources to ensure their adequacy (right number) and accuracy (right mix) in terms of accomplishing SOW requirements
- The sum of all work package hours and planning package hours within a control account should equal the total hours assigned to the control account while the sum of all control account hours should equal the total project hours
- Resource hour allocation must not exceed the associated work package or planning package individual duration
- Large resource jumps from one month to the next puts into question the realism of both the project schedule and PMB

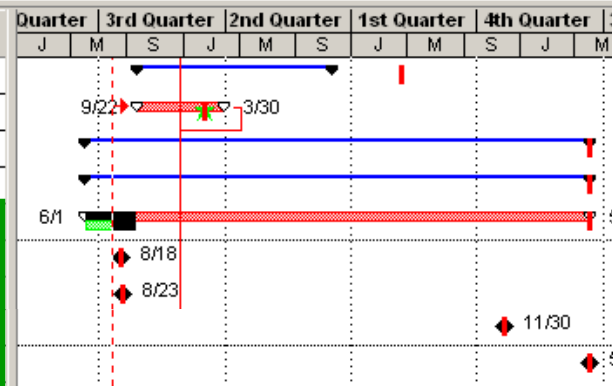


Step 8. Critical Path Analysis



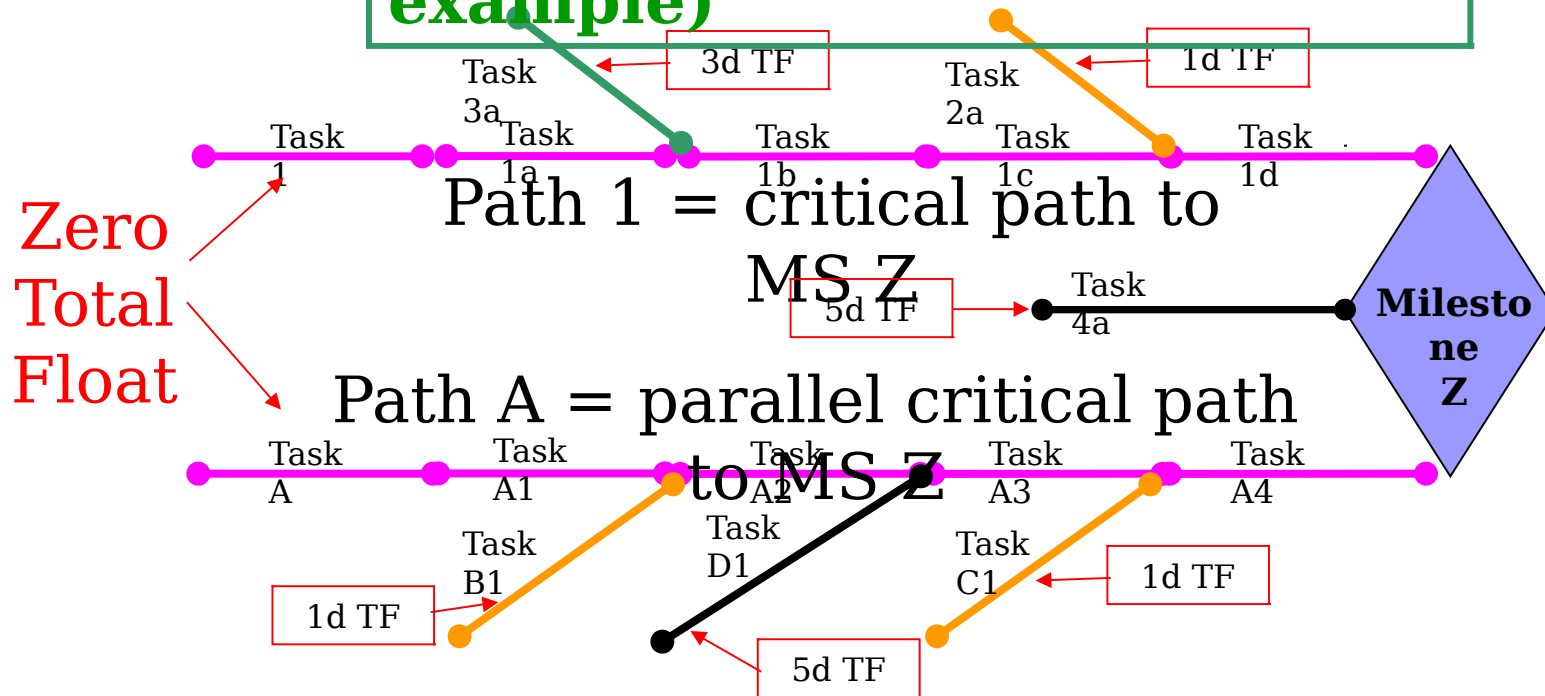
- Determine that the critical path is the **longest, continuous sequence of tasks** through the network from contract start (or the current status date) to contract completion and other major program milestones
- Ensure that the critical and near critical paths are calculated by an automated scheduling tool **independent of artificial hard constraints**

	WBS	Name	Constraint Type	Quarter										
				3rd Quarter			2nd Quarter			1st Quarter		4th Quarter		
				J	M	S	J	M	S	J	M	S	J	M
06	1.1.6	▢ Body/Cab	As Soon As Possible											
07	1.1.6	Preliminary Design	Start No Earlier Than											
08	1.2	▢ Systems Eng/Program Mgmt	As Soon As Possible											
09	1.2.1	▢ Program Management	As Soon As Possible											
10	1.2.1.1	Program Office (LOE)	Must Finish On											
12	1.2.1.2.3	Integrated Baseline Review	Must Start On											
13	1.2.1.3	System Requirements Review (SRR)	Must Start On											
17	1.2.1.7	Production Prototype Delivery	Must Finish On											
18	1.2.1.8	DT & OT Complete	Must Finish On											



Step 8 - Near Critical Paths

Near Critical Path #2 = Green Tasks (1 total in this example)



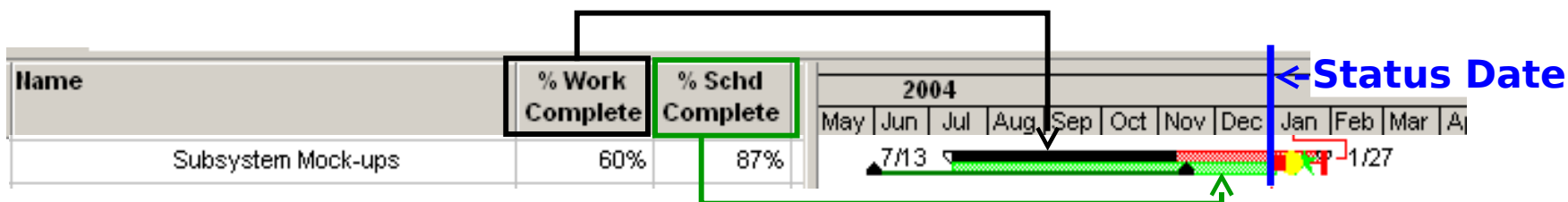
Near Critical Path #3 = Black Tasks (2 total in this example)

Near Critical Path #1 = Orange Tasks (3 total in this example)

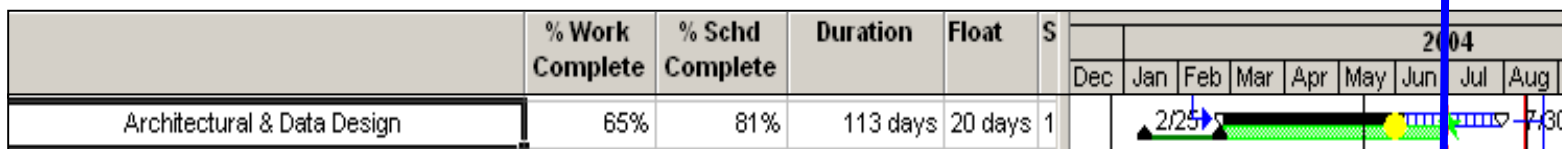
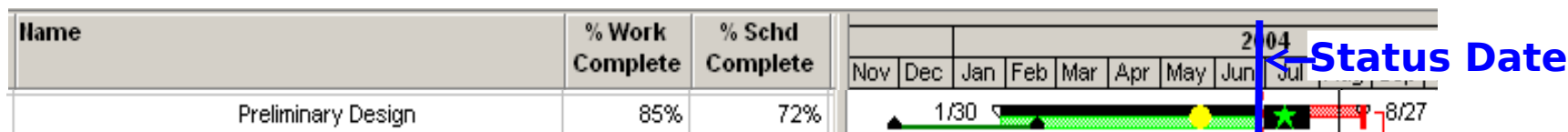
Step 8 - Critical Path EV to Time Ratio

For schedules containing ‘% Work Complete’ (Earned Value) and ‘% Schd Complete’ (Time) for each task:

- Ensure each task is progressed to status date (% Schd Complete at status date)
- Analysis the time dimension of work accomplishment if % Work Complete and % Schd Complete are not same why?



- Evaluate critical path and near critical paths to determine true schedule drivers



Step 8 - Critical Path Analysis - Questions

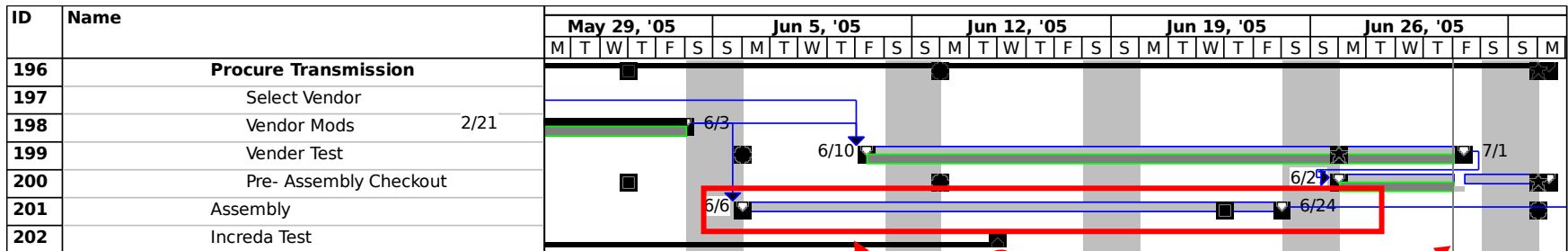
- **Has the critical path changed from the last schedule?**
- **Are there multiple critical paths impacting the milestone dates?**
- **Does the contractor have enough resources to complete the work on the critical path?**
- **Are all the tasks statused correctly on the critical path?**
- **Does the critical path make sense to the technical leads of the program?**
- **Are critical/near critical path impacts reflected in the contractor's CPR (SPI) and variance analysis?**

- Evaluate total float values for all program milestones and IMP events ensuring that tasks have adequate total float needed to the successfully complete the program on schedule
- Tasks with excessively large positive float values indicated potential network maturity issues
- Ensure at least 95% of discrete work tasks included precedence logic

1	691												611
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11	431	No	No	90 days	0 days	10/4/2004 17:00	11/12/2004 17:00	11/12/2004 17:00			NA	NA	1

Step 10. Status & Forecasts Check

- Determine if the schedule provides current and relevant status and forecast of completion dates for all authorized work
 - Status date has been updated and schedule is calculated
 - Network calculates forecast from status date



- Ensure that the schedule system calculates a duration-related percent complete. All tasks in progress (actually started) have updated remaining duration resulting in estimated completion dates in relationship to the status date

384	<input type="checkbox"/> Wire Harness
385	<input type="checkbox"/> Design
386	Sub System Trades & Analysis
387	Preliminary Design





Step 11. Schedule Risk Check

- Identify and quantify technical and programmatic risks and determine their potential impacts
- Risk Check Input Processes:
 - Integrated Baseline Review (IBR)
 - Schedule Risk Analysis (SRA)
 - Critical Path Analysis

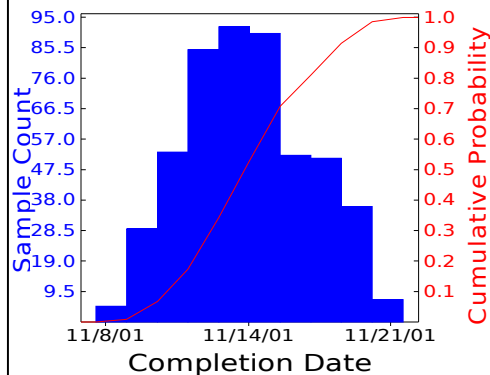
FA-XX
IBR Report

**MODERATE
RISK**

Official Document

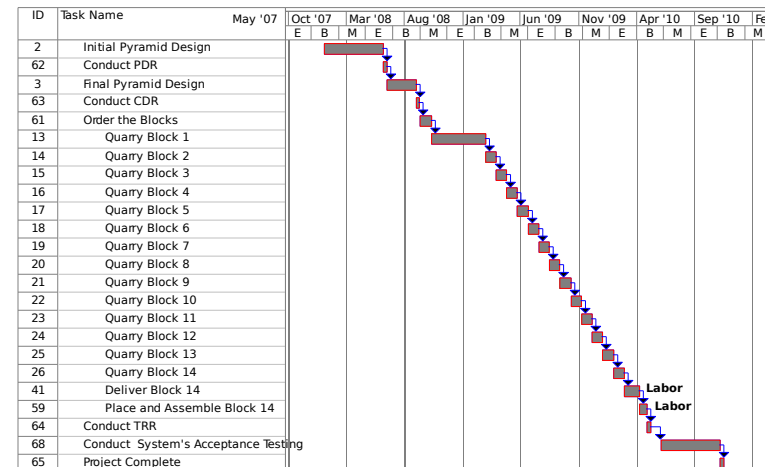
Date: 11/13/01 11:38:30 AM
Number of Samples: 500
Unique ID: 276
Name: TRK FCI - SW Integration & Test

Completion Std Deviation: 2.0d
95% Confidence Interval: 0.2d
Each bar represents 1d.



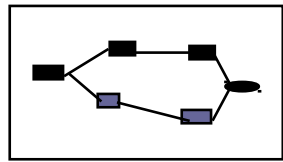
Completion Probability Table

Prob	Date	Prob	Date
0.05	11/9/01	0.55	11/15/01
0.10	11/12/01	0.60	11/15/01
0.15	11/12/01	0.65	11/15/01
0.20	11/13/01	0.70	11/15/01
0.25	11/13/01	0.75	11/16/01
0.30	11/13/01	0.80	11/16/01
0.35	11/14/01	0.85	11/19/01
0.40	11/14/01	0.90	11/19/01
0.45	11/14/01	0.95	11/20/01
0.50	11/14/01	1.00	11/21/01



What is an SRA?

- **A Schedule Risk Assessment is a process which uses statistical techniques to identify technical, programmatic and schedule risk in a program and quantifies the impact of those risks on the program's schedule**
- **Required by the IMS DiD - DI-MIGT-81650 IMS**
- **SRA Benefits**
 - **Provides a means to identify and manage program risk / opportunities**
 - **Quantifies individual schedule risk**
 - **Forecasts completion costs and schedules when things not going according to plan**

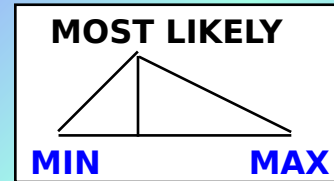


1. Develop a complete critical path network

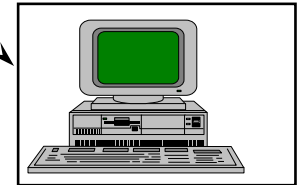
TECHNICAL RISKS:
• EMC TESTING
• S/W CODING
• FLIGHT TEST

2. Identify reporting task and risk candidates

Contractor CAMs responsibility



3. Enter risk parameters

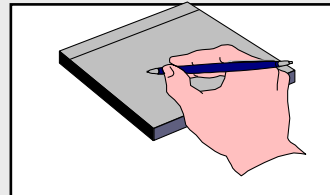


4. Run Schedule Simulation & Quantify Impact of Risk on Schedule

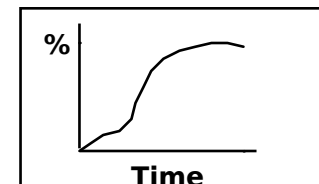
As part of final process steps, the analyst prepares the report and presents a SRA position.

SA RISK ACTION PLAN
ISSUE -- ACTION -- DATE

7. Present to Program office and IPTs Develop Risk Mitigating Actions



6. Document Results



5. Analyze Schedule Results & Integrate Into Cost Estimate

Results of SRA

Date: 11/13/01 11:38:30 AM

Number of Samples: 500

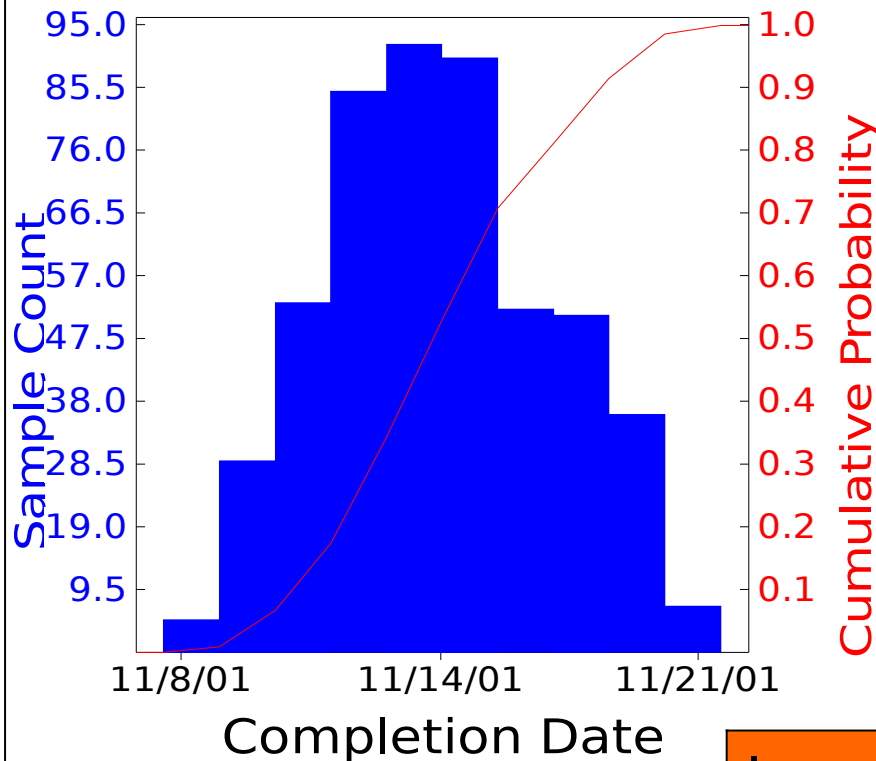
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0.20	11/13/01	0.70	11/15/01
0.25	11/13/01	0.75	11/16/01
0.30	11/13/01	0.80	11/16/01
0.35	11/14/01	0.85	11/19/01
0.40	11/14/01	0.90	11/19/01
0.45	11/14/01	0.95	11/20/01
0.50	11/14/01	1.00	11/21/01

CAMs Three Point Estimates

Is an end date of Oct 30 realistic?



EVMS Training and References



DAU Acquisition Community Connection

Address: <https://acc.dau.mil/evm>

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Acquisition Community Connection
Where the DoD AT&L Workforce Meets to Share Knowledge

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 - EVM Research Library
 - EVM Tools
 - EVM Training Center
 - OMB Recommended References

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EVMS Training—DAU Continuous Learning Modules

All	CLB	CLC	CLE	CLG	CLI	CLL	CLM	FAC	SPS	External
Prefix	Course Name									
CLB014	Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR									
CLB020	Baseline Maintenance									
CLB011	Budget Policy									
CLB010	Congressional Enactment									
CLB007	Cost Analysis									
CLB024	Cost Risk Analysis Introduction									
CLB012	Cost as an Independent Variable									
CLB018	Earned Value and Financial Management Reports									
CLB019	Estimate at Completion									
CLB016	Introduction to Earned Value Management									
CLB017	Performance Measurement Baseline									
CLB009	Planning, Programming, Budgeting, and Execution (PPBE) and Budget Exhibits									
CLB008	Program Execution									
CLB023	Software Cost Estimating									

<https://learn.dau.mil/html/clc/Clc1.jsp?cl=>

- DAU can provide targeted training
 - Tailored to specific organization needs
 - Part of our Consulting/Performance Support efforts
- Potential Topics
 - Integrated Baseline Review Workshop
 - Program Startup Workshop
 - EVMS Basics/Intermediate
 - Scheduling Basics/Intermediate
 - Source Selection
- For More Info, Contact: Professor Kim Meyer
 - 937-781-1040, kimberly.meyer@dau.mil

- BACKUPS

Department of Defense

Earned Value Management Implementation Guide



October 2006

EVMIG

Signed

KEITH D. ERNST
Director,
Defense Contract Management Agency

The Program Managers' Guide to the Integrated Baseline Review Process

April 2003

<https://acc.dau.mil/evm>

• DoD Policy

• OMB

Recommended

References

Integrated Master Plan and Integrated Master Schedule Preparation and Use Guide



Version 0.9
October 21, 2005

National Defense Industrial Association (NDIA) Program Management Systems Committee (PMSC) Earned Value Management Systems Intent Guide

Intent Guide

November 2006 Edition

EVMS



EVMS Training—ACC EVMS CoP

- + EVM Community Connection
- + EVM Contract Documents
- + EVM Research Library
- + **EVM Tools**
- EVM Training Center
- + OMB Recommended References

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Highlighted Contributions

- [Earned Value Special Topic # 2 - Revised DoD EVM Policy - Mar 05](#) - by Private
Unavailable writes: ... Thu, Jun 15, 2006 9:41 PM
- [DAU Gold Card - December 2006](#) - by Private
Unavailable writes: ... Thu, Jun 15, 2006 9:41 PM
- [Fundamentals of EV module 1 - Basics - Updated Mar 05](#) - by Private
Unavailable writes: ... Thu, Jun 15, 2006 9:41 PM

Contributions

<u>Name</u>	<u>File</u>	<u>Contributor</u>	<u>Modified</u>	<u>Type</u>
DAU Gold Card - December 2006	1 file	Private	1-Dec-2006 1:28 PM	References
Earned Value Special Topic # 1 - DAU Integrated Program Management Model	1 file	Private	23-Sep-2005 1:41 PM	Learning Materials
Earned Value Special Topic # 2 - Revised DoD EVM Policy - Mar 05		Private	23-Sep-2005 2:59 PM	Learning Materials
Fundamentals of EV module 1 - Basics - Updated Mar 05	1 file	Private	30-Jun-2006 10:48 AM	Learning Materials
Fundamentals of EV module 2 - PMB		Private	27-Jun-2006 8:33 AM	Learning Materials
Fundamentals of EV module 3 - Reports - Updated Feb 05		Private	23-Feb-2005 11:23 AM	Learning Materials
Fundamentals of EV module 4 - EAC		Private	5-Oct-2004 1:02 PM	Learning Materials
Fundamentals of EV module 5 - Baseline Maintenance		Private	5-Oct-2004 1:03 PM	Learning Materials
Over Target Baseline (OTB) & Over Target Schedule (OTS) Handbook	1 file	Private	12-May-2005 10:02 AM	References

Other Related Contributions